

## MOTIVATION OF PERSONNEL AS A MANAGEMENT FUNCTION

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In the new economy, the most important source of increased economic performance of enterprises is the rising value and efficiency of human resources.

Practice of strict regulation of economic processes shows its inefficiency, as it does not provide the normal productivity of labor power, does not enhance incentives and motivations to achieve both greater efficiency and gains in work performance. All it ever needs is to develop a special motivation mechanism that should take into account such factors as the complexity of the work, creative activity based on innovative approaches to finding effective incentives for the development and introduction of innovations, attract highly qualified personnel, staff development and competitiveness, and at the same time, respond flexibly to market requirements.

Modern methods of motivation to work are divided into substantive and procedural. Each type of motivation theories has certain characteristics, certain advantages and disadvantages.

Additionally, to better understand the behavior of workers and influence it appropriately, managers need to know them all. The main vulnerability of the motivation theories is that they pay little attention to the individual needs of people and their impact on motivation. Supporters of the theories come from the idea of linear determination attitudes and behavior: the elements of the production situation - instructions - production behavior. The discrepancy lies in the fact, which factor is favored more - pay, interpersonal relations or work content.

With that, the individual differences are ignored: a person regarded as a machine, who clearly responds to the impact of the working environment [1]. Unlike the substantive theories, which based on the fact that human behavior is determined by his needs and related factors, procedural theories consider motivation in slightly different terms.

They do not deny the impact of employee's needs on his behavior, but believe that the latter is defined and shaped not only by needs. According to the procedural theories of human behavior, motivation is also a function of perception and expectations.

These theories analyze how people allocate effort to achieve certain objectives and choose a particular type of behavior.

The main idea common to all the theories is to motivate workers to act according to the goals. In reliance on this principal, the theory describes a holistic view or the overall methodology of growth of individual's labour activity. In theories, motivated actions of individual are connected to his values or needs.

The process of motivation ends with satisfying the requirements. You must always define the needs of workers and build a motivation system that fits the time.

Therefore, we can say that motivation as a function of management that has both theoretical and immediate practical value. The way a person understands his labour activity and the motives he is guided, effect on his attitude for work.

### References

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## INNOVATION DIRECTIONS OF TOURISM DEVELOPMENT

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Tourism industry is growing faster and faster every day. Innovation technologies play an important part in the tourism development.

Innovation is defined by the Australian Bureau of Statistics as: “The process of introducing new or significantly improved goods or services and/or implementing new or significantly improved processes” [1.27].

Innovation in tourism and service is continuous and necessary process. Its aim is to develop new destinations, create new tours and excursions, offer new tour product at the market. In the conditions of competitive struggle at the market, tour companies try to offer new products and services to clients earlier than competitors all over the world. The field of activity in innovative area of tourism is quite limited. So tourism innovations have to saturate existing natural conditions, many sights, the cultural potential, at most combining services which have never met before in tour package and offering new products at the market.

In the modern practical tourism it's widely used such types of innovations as:

- I. The group of product innovations:
  1. Development new unknown earlier tours at the market
  2. Attraction to the tourism process the new types of resources or creation the resources with earlier set qualities and the new target functions.
  3. Researching the new tourism market segments, including involving into tourism the new natural environment (space), the territories of extreme type (deserts, the Antarctica, equatorial forests etc.)
  4. Creation the new touristic and recreational territories.
- II. The group of technological innovations
  1. Development the new types of logistics of touristic services which improve the quality of services.
  2. Adoption informational technologies of hotel and ticket booking system.
  3. Greening of touristic technology services became the result of growing scale of recreational nature and growing negative touristic influence on the quality of natural systems and their ability to recover.
  4. The know-how in the transport touristic system focused on the reducing delivery time of customers to the resort locality, increasing comfort and cheapening